

To,
The Project Director
Karachi Mobility Project BRT Yellow Line
Sindh Mass Transit Authority (SMTA)
Transport and Mass Transit Department
Government of Sindh

APPLICATION FOR THE POST OF SOCIAL DEVELOPMENT SPECIALIST

Dear Sir,

With reference to the Karachi Mobility Project BRT Yellow Line positions advertised through the newspaper and online, I am applying for Social Development Specialist position with my particulars as,

I obtained my M. Phil degree in Management Sciences (Project Management) from Mehran University Sindh and had more than Thirteen (13) years of professional experience in Social Safeguard, Development and project Management.

I am a social development professional with a wide range of experience in development programs, socio-economic/livelihood impact assessment, management of resettlement and relocating activities in the both urban and rural settlements, Land acquisition for the sub-project and main project activities with the relevant laws of government and the world bank's safeguard policies. developed Abbreviated Resettlement Action Plans-ARAP, Resettlement Action Plans-RAP, Labor Management Plans-LAP and Grievance Redressal Mechanism-GRM and implemented the gender mainstreaming activities with the thorough understanding of social safeguard, resettlement livelihood of local communities, local cultural, political and social environmental issues. Also has expertise in conducting Environmental and Social Impact Assessment (ESIA), reviewing, monitoring and supervising the Environmental & Social Management Plans (ESMP) and social risk assessment, Environmental and Social Screening during the Construction and Operations Phase of project.

Additionally, I have immense experience in managing and organizing different workshop liaison and coordinating with Client and project team members. Also, I have conducted Consultants and Contractors Training on implementation of Environmental & Social Management Plans (ESMP) and Labor Management Plans-LAP.

Throughout my career, I have managed a number of Projects funded by national, international organizations, and corporate donors; including the Government of Sindh, Government of Pakistan, BRAC, PPAF, PMIFL-IFAD, The World Bank, UNDP-GEF, USAID, European Union, and Muslim Charity-UK.

Currently I am working as **Social Development Specialist with PIU-CLICK** Competitive and Livable City of Karachi-CLICK funded by the World Bank.

Hopefully above-mentioned credentials meet the job requirement and attached here my updated CV for further reference, please.

With Kind Regards
Aisha Mughal
Social Development Specialist-PIU

MS. AISHA MUGHAL

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- **Social Development Specialist** –at PIU CLICK-Govt of Sindh funded by **World Bank**
- **Social Development- Co-Consultant** – at TRDP funded by **European Union SUCCESS Program**
- **Social Development Specialist-** with Sustainable Land Management Program -II (**UNDP Pakistan & P&D Department**) Government of Sindh Tharparkar, Umerkot, and Sanghar. Implemented by AMRDO Sindh Pakistan
- **Project Coordinator – COVID-19 ERF for SOCIO Economic Revival with Communal Development, Safety & Protection** at AMRDO Pakistan funded by **PPAF-ERF**
- **Head of Programs- Social Safeguards & Protection-** at AMRDO Pakistan funded by **Muslim Charity-UK**
- **Senior Manager Operations - Socio-Economic Development-** at AMRDO Pakistan funded by **Pakistan Poverty Alleviation Fund-PPAF funded by the world bank**
- **Manager Monitoring and Evaluation– Advocacy and Dissemination Campaign on GBV, Social Safeguard, Peace and Security** at AMRDO with the collaboration of AURAT Foundation funded by **USAID**

- **Project Coordinator- Monitoring and Reporting** – (CPI & WASH) & Integrated Area Upgrading Program (IAUP) Funded by: **UNDP Pakistan**
- **Manager-Socio-Economic Development with safeguard & Protection– at BRAC Pakistan International** region office Hyderabad Sindh funded by **PPAF**

JOB DETAILS

Social Development Specialist –at PIU CLICK-Govt of Sindh funded by **World Bank**
(Karachi, Sindh Pakistan) **January, 2022 and-Current**

Key Responsibilities

- Screening of Proposed sub-projects sites for Rehabilitation
- Implementation of WB E&S standards
- Community Consultation with the local community at all sub-project sites.
- Preparation of ESMP and ESR
- Ensure Execution of LMP and GRM across the Project Execution Site
- Developed and executed the Abbreviated Resettlement Action Plan-ARAP
- Strong Coordination and communication with all the linked stakeholders including Funding Agency (the world bank), District Administrations, Consultants, Contractors, and Project Execution Team.
- Communication and dissemination of Project Plan with all the linked departments.
- Monitoring and Evaluation and social risk assessment of Project Sites for the statistical and logical analysis comparing the world bank ESS.
- Ensure all programmatic targets like; community mobilization, CAP preparation, and implementation, Rehabilitation of proposed sites including Parks, Schools, Infrastructure, and Sports grounds, social safeguard and protection of the community, advocacy and knowledge management, and research issues according to annual plan maintaining a high quality of results.
- To Identified the baseline indicators of project area and engaged in preparation of Questionnaire for Socio-economic Survey in line with Project Development Objectives.
- Conduct baseline survey and Mid-Term Review Surveys and contribute in preparation of Baseline and Mid-term Monitoring Report for Project Implementation Unit (PIU) CLICK and World Bank.
- Design, plan and manage field data collection exercises including quantitative and qualitative data and analysis and prepare report.
- Conduct Training Need Assessment for Social field team so that they can provide Quality and Quantity data from the Field.
- Periodic review of the stakeholder engagement strategy and its reporting to PIU CLICK and the World Bank.
- Establish regular engagement with relevant local NGOs and CBOs on project activities after consultation with the PIU CLICK.
- Development, supervision, monitoring, reporting (including the World Bank PIU) and performance review of labor management procedures and plans in accordance with World Bank requirements and national / provincial labor laws and procedures.
- Develop training sessions on stakeholder engagement and other participatory development methods for the PIU, CLICK personnel
- Assist and support PIU Team to devise training programs for capacity building on social aspects including labor management, community health and safety, stakeholder engagement, grievance redress and other social issues.
- Review the project docs, progress reports and develop and finalize the field instruments including household survey, FGDs and KIIs
- Supervise data entry and cleaning process and generate results from the data collected.
- Development of data collection tools (Quantitative and Qualitative) Impart one-day orientation to data collection team
- Implementation of socio-economic/livelihood impact assessment, management of resettlement and relocating activities in the both urban and rural settlements, Land acquisition for the sub-project and main project activities with the relevant laws of government and the world banks

safeguard policies.

- Prepare monthly and quarterly progress reports for submission to the World Bank by and other stakeholders as defined in the SMF/RPF and sub-project specific ESMPs/RAPs/ARAPs.
- Prepared the checklist for Environment & Social aspects and visited site to ensure compliance with Environmental and Social Management Plan-ESMP.

Social Development Co-Consultant – at TRDP funded by **European Union SUCCESS Program** (District: Dadu and District Jamshoro) July 2021– December 2021

Project Description:

In 2015, upon the request of the Government of Sindh, the European Union agreed to finance a 6-year (2015-2021) project called the “Sindh Union Council and Community Economic Strengthening Support (SUCCESS)”¹, with an 82 million EUR budget. The project aims to reduce poverty at the household level in eight districts of Sindh, namely: Qamber Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar, and Tando Muhammad Khan. The SUCCESS programme is based on the UCBPRP (later named as PPRP2) approach and focuses on the social mobilization of women in rural areas of the target districts, intending to enable communities to lift themselves out of poverty, through ensuring social safeguard and protection; active participation of women in the decision-making processes at the local level.

Key Responsibilities

- Development Business feasibilities and Social Development Plans for local communities
- Beneficiary Assessment (Social Development Assessment)
- Development of Business linkages for business entrepreneurs
- Training and development of entrepreneurs for the growth of business
- Ensure Social development with implementation of community’s protection and safeguards
- Periodical Reports writing
- Stakeholder Management
- Monitoring and trend analysis
- Review the project docs, progress reports and develop and finalize the field instruments including household survey, FGDs and KIIs
- Supervise data entry and cleaning process and generate results from the data collected.
- Development of data collection tools (Quantitative and Qualitative) Impart one-day orientation to data collection team
- Prepare monthly and quarterly progress reports for submission to EU by and other stakeholders as defined in the SMF of the project
- Prepared the checklist for Environment & Social aspects and visited site to ensure compliance with Environmental and Social Management Plan-ESMP.

Social Development Specialist - with Sustainable Land Management Program -II (**UNDP Pakistan & P&D Department**) Government of Sindh Tharparkar, Umerkot, and Sanghar. Implemented by AMRDO Sindh Pakistan

(District: Umerkot, Tharparkar, Jamshoro) **Sep-2020 – June-2021**

Key Responsibilities

- Development and Implementation of Social Development Plan for SLMP with field interventions
- Monitor to evaluate the stakeholder engagement enforcement and institutional mechanisms for SLM is in place at the provincial level.
- Developed the skills of the field staff, the line agencies, and CBOs for up-scaling SLMP and Social safeguard activities enhancement through multi-tiered capacity building program helped out to obtain project outcomes accordingly.

- Planning for degraded rangelands to rehabilitated through improved sustainable land management techniques.
- Ensure Execution of LMP and GRM across the Project Execution Site
- Developed and executed the Abbreviated Resettlement Action Plan-ARAP

Project Coordinator – COVID-19 ERF for Socio Economic Revival with Communal Development, Safety & Protection: at AMRDO Pakistan funded by **PPAF-ERF-GOP-IFAD**

(District: Sujawal) **March-2020 – Aug-2020**

- Design and implement Monitoring and Evaluation framework / strategy / system of the COVID-19 Emergency Relief activities with WASH Program to assess timely and quality implementation of activities to achieve results (outputs, outcomes and impacts), including work plan, targets and indicators.
- Development of Detail Implementation Plan (DIP), log-frame and production of different Information, review national and international best practices, innovations and successful interventions in areas relevant to the project.
- Execution of Assets distribution activities, Review, adopt, test and modify existing/available monitoring tools, techniques and methods to suit the specific needs of the Health & Hygiene activities related to WASH Program focusing COVID-19.
- Overseeing the preparation and quality of project evaluations, progress reports for submission to PPAF and other stakeholders as defined in the Emergency relief fund and WASH Program.
- Preparing the monitoring formats, protocols and tools for ESMPs in Schools.
- COVID-19 Documentary making with overall Project impact evaluation, for benchmarks and assessing progress and achievements
- Ensure fair representation of women and indigenous people and their involvement in planning and decision-making process adopted in designing the ensuing project.
- Review the performance of community-based organizations (CBO) (including women's groups in majority).
- Creation of Project Documentary with Project Exit documentations.

Head of Programs- Social Safeguards & Protection- at AMRDO Pakistan funded by **Muslim Charity-UK**

(District: Matiari, Shaheed Benazeerabad, Jamshoro, Hyderabad) Apr 2019 –March, 2020

Key Responsibilities

- Preparing the monitoring formats, protocols and tools for ESMPs at community and educational level.
- Ensure fair representation of women and indigenous people and their involvement with prompt social safeguard & Protection during planning and decision-making process adopted in designing the ensuing project.
- Development of Detail Implementation Plan (DIP), log-frame and production of different Information, review national and international best practices, following SDGs with innovations and successful interventions in areas relevant to the projects.
- Monitor the overall project implementation in order to identify any unanticipated social risks, resettlement impacts, and/or sensitive gender impacts. If such risks and/or impacts eventuate, adjust, adapt, and/or develop and facilitate implementation of appropriate mitigation measures including revision of the Resettlement Plan as necessary.

- Monitor and ensure project compliance with community Safeguards Policy Statement, regarding land acquisition and resettlement, with the project execution Plan, to the project's Stakeholder.
- Monitor any grievances relevant to social, infrastructure, land, resettlement, and gender issues and the measures implemented to address those grievances in a timely and appropriate manner.
- Regularly report to and keep the funding agencies, Local Government Department up-to-date on program's progress and implementation issues.
- Suggest strategies to the Project Director for achieving the targets set out in the Project's Results Framework through improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks.
- Ensure Execution of LMP and GRM across the Project Execution Site
- Developed and executed the Abbreviated Resettlement Action Plan-ARAP
- Strong Coordination and communication with all the linked stakeholders including Funding Agency (the world bank), District Administrations, Consultants, Contractors, and Project Execution Team.
- Communication and dissemination of Project Plan with all the linked departments.
- Monitoring and Evaluation and social risk assessment of Project Sites for the statistical and logical analysis comparing the world bank ESS.

Senior Manager Operations - Socio Economic Development with Social Safeguards – at AMRDO Pakistan funded by Pakistan Poverty Alleviation Fund-PPAF-IFAD

District: Hyderabad, Matiari, Shaheed Benazeerabad, Tando Allahyar, Badin, Sujawal

(Oct-2013 to March-2019)

- Monitors and controls the performance of all loan products, with mandatory sessions on saving, health & Hygiene promotion occasional site inspection, and meeting with vulnerable community.
- Evaluations to Ensure the equal disbursement of loan products among male and female segments of community; focusing the establishment of women empowerment, gender equality and social safeguards measures.
- Evaluate the appraisal performance of AM, BM, MCOs and other related staff and makes recommendations to PM CED/HRM.
- Client protection principles (classification and recovery of outstanding portfolio and conduct post verification of beneficiaries with analysis on Gender Equality, Education and social safeguards and protection awareness session's impacts on community.
- Submission of Trend reports on weekly, monthly basis with credit statistics, reports, case studies, newsletter material and other donor base requirements.
- Training and Development of staff with capacity building trainings of departments includes branch/ field staff /community/Schools.

Manager Social Development- Advocacy and Dissemination Campaign on GBV, Social Safeguard, Peace and Security with AMRDO; Funded by USAID -Collaboration with AURAT Foundation.

(District; Larkana, Qamber Shahdadkot, Shikarpur, Jacobabad, Kashmore/Kandhkot, Karachi)

(Nov-2012 to Sep-2013)

- Design, Implement and Monitoring the framework / strategy / system of the Project with achievement of said project Objectives; including:
 1. Disseminating information on the GEP cycle 6a supported private shelters and help lines.

2. Creating awareness on the pro – women legislations over the past decade.

3. Disseminating political education focusing on women social safeguard Program to assess timely and quality implementation of activities to achieve results (outputs, outcomes and impacts), including work plan, targets and indicators.

- Development of Detail Implementation Plan (DIP), log-frame and production of different Information, review national and international best practices, innovations and successful interventions in areas relevant to the project to promote Gender Equality, Peace and security
- Ensure fair representation of all the key stakeholders including women, indigenous people and their involvement in planning and decision-making process.
- Main responsibilities include:
- Establish and Liaison / partnership with press clubs in the selected five districts District Shikarpur, Jacobabad, Kashmore @ Kandhkot, Larkana and Qamber Shahdadkot
- Develop and appropriately disseminate information, education and communication I.E.C materials containing messages.
- Developing and airing messages of FM Radio campaign on Pro-women legislations over the past decade, focusing on one law as the theme for each month.
- Conduct a series of round-tables at district level with stakeholders including local civil society, media, students and professional groups to analyze legal and social implications of the pre women laws.
- Mobilize communities to change the attitudes and behavior that turpitude domestic violence.
- Advocate for change within existing community structures to create an environment supportive of women's right and priorities and way towards community peace and harmony.

Project Coordinator - Social Development Water & Community Physical Infrastructure (CPI & WASH) & Integrated Area Upgrading Program (IAUP) Funded by: UNDP
(District; Matiari, Tando Mohammad Khan and Jacobabad) **Jan-2012 to Nov-2012**

- Design, implement and monitoring the framework / strategy / system of the -Water & Community Physical Infrastructure (CPI & WASH) & Integrated Area Upgrading Program (activities with infrastructure development and WASH Program to assess timely and quality implementation of activities to achieve results (outputs, outcomes and impacts), including work plan, targets and indicators.
- Development of Detail Implementation Plan (DIP), log-frame and production of different Information, review national and international best practices, innovations and successful interventions in areas relevant to the project.
- Execution of community infrastructure for post flooding areas, Review, adopt, test and modify existing/available monitoring tools, techniques and methods to suit the specific needs of the infrastructure development with Health & Hygiene activities related to WASH-CPI Program focusing post flood rehabilitation and community development.
- Overseeing the preparation and quality of project evaluations, progress reports for submission to UNDP and other stakeholders as defined in the Emergency relief fund and WASH Program.
- Preparing the monitoring formats, protocols and tools for effective implementation of Project activities.
- Ensure fair representation of all the key stakeholders including women, indigenous people and their involvement in planning and decision-making process.

Manager-Socio Economic Development with Social Safeguard– at BRAC Pakistan International regional office Hyderabad Sindh funded by Pakistan Poverty Alleviation Fund-PPAF
(District; Hyderabad) **Jun2009 to Dec-2011**

- Project was to alleviate poverty by improving the access of the rural and urban poor to economic resources and services to make socially & economically sound with quality education and health services available to the poor, specifically women.
- Empowering the women and Girls in the situation of poverty through providing them financial support of different loan products along with capacity building on income generation and socio-economic empowerment and social safeguard.
- It aimed to finance operational and capital costs as well as training, skills and capacity development, to develop the monitoring and evaluation plan for the integrated area upgrading program including education development and framework of the teachers' continuing professional development program, including pedagogical and administrative components.
- Formation of Vos/Cos/Cluster arrangements according to the Scio economic, Community rights & Protection requirements.

ATTENDED TRAININGS:

- **WASH, Child Protection, Project Management, Leadership and team building:**
From: (12 sessions; Jan 2019 to Dec 2019)
Organized by **IRM with UMASS DONAHUE INSTITUTE (USA)** 'civic initiative' (Islamabad)
- **Strengthening the capacity of Human rights Organizations & Networks:**
From 25-27(Jan, 2017) Organized by Asia Foundation (Karachi-Pakistan)
- Three Days' training on **"Basic Water Quality Testing Techniques "**organized by **Pakistan Council of Research in Water Resources (PCRWR)** on 26 to 28 February 2016.
- Two days' training on **WASH Rights** organized by **Norwegian Church Aid (NCA)** from 26th to 27th September 2016.
- Two Days' training on **"Water Quality Analysis & the Use of Rapid Sand & Carbon Filtration Unit "**organized by **Norwegian Church Aid (NCA)** Pakistan from 9 to 10 February 2016 at **Rajan**
- **Five Days' "CLTS/PHAST Training Workshop "**organized by **Norwegian Church Aid (NCA)** Pakistan at **Ramada Hotel Islamabad** from 16 to 20 March 2015.
- Two days 'training **Workshop on Monitoring & Evaluation: Tools & Methodologies** organized by **Research Analytics International (Private) Limited at Islamabad** from 19 to 20 June 2014.
- Two Days' training on **"Gender Mainstreaming and social safeguard "**organized by **Norwegian Church Aid Pakistan Act alliance (NCA)** on 10-11th April 2014.
- Three Days' training on **"Accountability in WASH "**organized by **Norwegian Church Aid Pakistan Act alliance (NCA)** from 5-7th April, 2014.
- **Managerial competency Development:** From: 23-27(May, 2013) **BRAC International** (Lahore-Pakistan)
- **Education with Child Protection:** From: 18-24 (Mar-2012), **BRAC International**

SKILLS AND ABILITIES

Leadership and Co-coordination

Experience of managing number of events, workshops and trainings

Implication of PMP latest Module (PMBOK 5th & 6th edition)

Monitoring and Control, Stakeholder management, Communication skills

Software including MS Project (Project Management software), NVivo Pro (software package for Qualitative research) and SPSS (Statistical Package for Social Science), Implementation of Resettlement Action Plans-RAP, Labor Management Plans-LAP and Grievance Redressal Mechanism-GRM

Networking with SLMP-UNDP, IRM, Social development and Government actors

CONFERENCES PAPERS (PUBLISHED IN PROCEEDINGS)

Project stakeholder Management; A systematic way to Project success, "A Case Study of MYHP Construction Project, District Sujawal Sindh-Pakistan" Aisha Mughal, 8th CUST International Business Research; Excellence through sustainable change Management (CIBRC) Capital University Islamabad (19-12, 2019)

RESEARCH ARTICLES (SUBMITTED UNDER REVIEW)

Mughal Aisha, Dr. Kamleshwer (2020), Stakeholder Management and Disaster Risk Reduction: A Case From UKAID Funded Project (WASH) Implemented by HANDS International
(Current Status: Under Review)

Mughal Aisha, Sana Kabir (2020), Stakeholder Management; A systematic way towards successful Project; A Study of traditional and Latest Trends of Project stakeholder Management

(Current Status: Under Review)

Sana Kabir, Mughal Aisha (2020), Effects of Project Manager's Competencies on the Project Success; A study of social development sector in Hyderabad Sindh-Pakistan **(Current Status: Under Review).**